

ABSTRACT

This study aims to analyze the influence of workplace spirituality and transformational leadership on the performance of Micro Relationship Managers (RM) with Organizational Citizenship Behavior (OCB) as a mediating variable. The research background is rooted in the performance challenges faced by the micro segment of PT Bank Rakyat Indonesia (Persero) Tbk, such as increasing credit risk, stagnant third-party funds, and low realization of financing pipelines. In this context, Micro RMs play a strategic role as the frontline in maintaining credit quality, strengthening customer relations, and supporting micro-business growth.

The research employed a quantitative approach with an associative design. Primary data were collected through questionnaires distributed to Micro RMs in the former Pati Residency area. The sample was determined using purposive sampling with a minimum of 180 respondents. Data were analyzed using Structural Equation Modeling (SEM) with AMOS to examine both direct and indirect relationships among variables.

The findings reveal that workplace spirituality positively influences OCB and Micro RM performance. Transformational leadership significantly enhances OCB, which in turn contributes positively to performance. Moreover, OCB acts as a mediating variable that strengthens the relationship between workplace spirituality, transformational leadership, and Micro RM performance.

These results highlight the importance of fostering a spiritually driven work culture, implementing transformational leadership practices, and encouraging organizational citizenship behavior to improve human resource performance in banking, particularly within the micro segment that serves as the cornerstone of BRI's sustainable growth.

Keywords: *Workplace Spirituality, Transformational Leadership, Organizational Citizenship Behavior, Micro Relationship Manager Performance, BRI*